

## ARMY NATIONAL GUARD

Transforming while Conducting the Global War on Terrorism

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*ALWAYS READY... ALWAYS THERE*



Soldiers from the Scout Platoon, Headquarters Company, 155th Brigade Combat Team (Mississippi) search for insurgents near Iskandariyah, Iraq

3 APRIL 2006

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## **Introduction**

The Army National Guard fulfills a vital role in the nation's defense at home and abroad by providing crucial combat, combat support, and combat service support units to the Combatant Commanders, the Army, and Joint/Combined forces. The Army National Guard provides ready forces capable of augmenting, reinforcing, and expanding the Active Army in time of need. As we enter the fifth year of the Global War on Terrorism, the Army National Guard is well established as a battle hardened and respected fighting force. The Army National Guard also continues to be an important element of the nation's emergency preparedness network with missions both at home and abroad. Since the terrorist attacks of 9/11, the Army National Guard has been more relevant and ready than at anytime in its 370 year history.

The Guard has proven itself capable of operating across the full spectrum of missions from close quarters combat to stability operations in Iraq and Afghanistan to peacekeeping in the Sinai and Balkans to homeland defense and security and military support to civil disturbance activities in the United States. The Army National Guard has also adapted and enhanced its ability to cross-level personnel as the demands of the Global War on Terrorism have shifted from a focus on individuals to a focus on deployable (modular) units.

### **Army National Guard Force Structure (Transforming Since 1990)**

The Army National Guard is adaptive to change and has gone through an evolutionary restructuring since the early 1990s. Reshaping initiatives have included the Bottom Up Review (BUR), Quadrennial Defense Reviews (QDRs), the Army National Guard Division Redesign Study (ADRS), AC/RC Rebalancing, Aviation Transformation Plans (2002 and 2004), and the Modular Support Force Analysis (MSFA).

AC/RC Rebalancing and the MSFA initiatives are works in progress with the goal of moving from a threat-based Army to a capabilities-based Army. This movement is a paradigm shift and a major cultural change (a transformation). One of the key elements of this transformation is a rebalancing of the force with the objectives and challenges of addressing high demand for federal and state forces (despite unit shortages in both personnel and equipment). Balancing the AC and the RC also involves reducing the need for Reserve Component units within the first 15 to 30 days of a conflict, while providing a long-term Reserve Component rotation capability that in essence becomes part of the operational force and not a strategic reserve. Part of this redefinition involves restructuring the force into a capabilities-based Army, an expeditionary force with a full-spectrum skill-set of competencies. Increasing Military Police, Transportation, and POL/Water units is key to AC/RC Rebalancing.

The Army is transforming (through Modular Force Conversion) from a division-centric force (18,000 Soldiers) to a more flexible brigade-centric force (4,000 Soldiers) and is restructuring its organizations to create forces that are more stand-alone and alike (modular) while enhancing their full-spectrum capabilities. The Army National Guard Brigade Combat Teams (BCTs) will be structured and manned identically to those in the Active Army and can be combined with other BCTs or elements of the joint force, facilitating integration, interoperability, and compatibility among all components. After the Total Army Analysis 2013 (TAA-13) process, the ARNG structure consists of 8 Divisions, 34 BCTs (10 Heavy BCTs, 23 Infantry BCTs, and 1 Stryker BCT), 7 Fires Brigades, 10 Combat Support Brigades (Maneuver Enhancement), 9 Sustainment Brigades, 2 Battlefield Surveillance Brigades (BfSB), 8 Divisional Combat Aviation Brigades, 4 Theater Aviation Brigades, 1 Theater Aviation Group, and 31 functional brigades.

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The Army will work with the National Guard and the Adjutants General on a proposal to reshape a portion of the combat force to provide engineering, communications, transportation, logistical, chemical, and medical capabilities. The proposal would protect the equipment procurement promise made by the Army.

Although ARNG units are scheduled to convert to new equipment designs within the Army's modular force by 2008, they are not expected to be equipped for these designs until 2011. The current funding strategy includes approximately \$21 billion for ARNG equipment. This funding strategy does not cover all of the expected conversion costs. In the short term, units nearing deployment will continue to receive priority for equipment, which may affect the availability of equipment needed for modular conversions.

The Army and ARNG, as a result of Hurricane Katrina operations, worked to identify equipment that is most critical when responding to missions at home. The list includes 342 specific types of organizational equipment needed to provide military support to civilian authorities. As the ARNG focuses equipment requirements on modernization to be fully equipped to Objective Table of Organization requirements, the shortfall for the 342 specific type items of equipment is approximately \$25B.

While all of these types of equipment are critical for Homeland Defense, none are unique to just Homeland Defense; all items are documented for the wartime mission of ARNG units. Leveraging war time required equipment for the Homeland Defense mission is a critical element to cost effectiveness, demonstrating the viability of the ARNG.

Most of the ARNG's remaining Combat Support and Combat Service Support units will also be converted to their respective new modular designs during the same period of time as the BCTs, with a small percentage of the ARNG structure to be converted to the modular supporting force as their designs are finalized and approved for application to the force.

The Army National Guard is working to better align Force Structure Allowance and End Strength by incrementally implementing a Trainees, Transients, Holdees, and Students (TTHS) account. The TTHS account, when fully implemented, will enable the ARNG to analyze Force Structure Allowance separately from the subaccounts of Trainees (Soldiers who need to complete a basic officer course or initial entry training for enlisted), Transients (Soldiers in between assignments), Holdees (Soldiers unavailable due to medical, disciplinary, or pre-separation), and Students (Soldiers completing a professional development or MOS-producing course of 139 days or more). The U.S. Army designed the TTHS account, also known as the Individuals Account, to better manage the deployable force.

The new modular organization provides a more flexible, more capable, and more rapidly deployable force with the BCT as the centerpiece. The modular force also factors into the Army Force Generation (ARFORGEN) Model, which will provide more predictable deployment rotations. With the Army Force Generation Model, the Army National Guard will increase unit availability and predictability for our soldiers and their families with a six-year rotation model. The model is divided into three Force Pools. The **Reset/Train Force Pool** is designed to address those units returning from a major theater of operation. This period could range from one to four years, with major focus on recruiting and retention, squad and platoon proficiency, to include staff training. Also, during this Reset/Train period, a unit will be given the opportunity to address significant personnel and equipment shortages, which also affords the Leadership the opportunity to work on recruitment and retention concerns. During this period, Soldiers could find themselves in support of civil support activities, as well as supporting natural disasters. The second phase is the **Ready Force Pool**, designed to conduct mission preparation and higher level collective training in preparation for potential deployment. This preparation occurs during the fifth year of the ARFORGEN model. Finally, in the sixth year units are placed in the **Available Force Pool**, whereby the entire unit may

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be sourced against an operational requirement. During this phase our Soldiers could deploy anywhere in the world. The units will remain in this pool for an entire year, and at the end of their one year in the Available Force Pool, all non-deployed units return to the Reset/Train Force Pool.

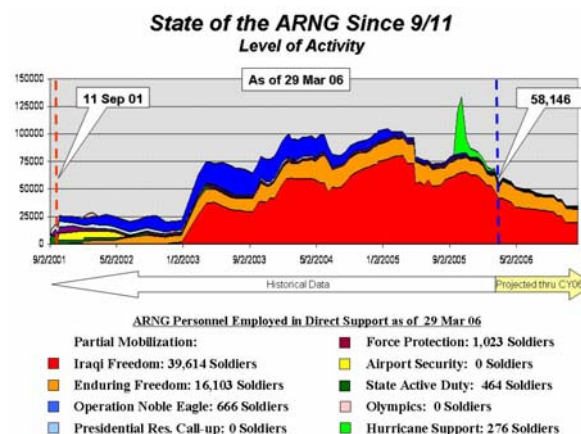
The ARNG has established Modular Coordination Cells (MCCs) at the ARNG Readiness Center and within the States to help guide the transformation process within States with units undergoing a modular transformation.

The NGB MCC serves as the central point of contact for the coordination of all ARNG transformation issues with the 54 States and territories, the ARNG Divisions, outside agencies, and the Department of the Army. The NGB MCC is responsible for promoting the full synchronization and integration of each of the functional processes managed within the ARNG. When properly coordinated, the MCC's horizontal integration and synchronization efforts ensure that programmatic issues relative to modular transformation of ARNG structure are addressed and/or resolved. Each transforming unit is managed throughout a two year window – the year prior to execution and the year following execution. The NGB MCC currently consists of a Lieutenant Colonel Branch Chief, a Major serving as an Executive Officer, and up to 14 Liaison Officers supporting the individual units in the States.

The State MCCs are responsible for the planning, programming, and execution of the modular conversion of the transforming unit within the State. The State MCCs are normally staffed with up to 6-person cells consisting of a Lieutenant Colonel or Major as the Officer in Charge, and Soldiers from within the State to serve as force integrators, liaison officers and/or representatives of functional areas such as the S1, S3, S4, and S6. Each MCC functions for 1 or 2 years as needed for standing up or converting a maneuver brigade or divisional force.

### Army National Guard Deployments (Since 9/11)

Army National Guard units that deployed to combat since September 11<sup>th</sup> have been the best trained, led, and equipped force in American History. As of 29 March 2006, over 39,000 Guardsmen were serving in Operation Iraqi Freedom (139,733 to date), over 16,000 in Operation Enduring Freedom (37,700 to date), and 652 in Operation Noble Eagle. Since 9-11, over 248,000 Soldiers have been mobilized under USC Title 10 authority (federal orders only) and over 337,000 under Title 10 or Title 32 (federal and state orders).<sup>1</sup>



<sup>1</sup> These numbers reflect sets of military orders and do not separate out cases where a Soldier has deployed more than once.

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Total Soldiers on Mission as of 29 March 2006

As of March 2006, the ARNG has provided the total equivalent of 32 BCTs for post-9-11 overseas deployments. The following 12 BCTs have deployed for one or more phases of Operation Iraqi Freedom or Operation Enduring Freedom:

o 81 <sup>st</sup> Armored BDE (WA)	o 56 <sup>th</sup> Infantry BCT (TX) of the 36 <sup>th</sup> Div
o 39 <sup>th</sup> Infantry BCT (AR)	o 29 <sup>th</sup> Infantry BCT (HI)
o 30 <sup>th</sup> Armored BCT (NC)	o 278 <sup>th</sup> Cavalry BCT (TN)
o 256 <sup>th</sup> Armored BCT (LA)	o 2 <sup>nd</sup> (Heavy) BCT (PA) of the 28 <sup>th</sup> Div
o 116 <sup>th</sup> Cavalry BCT (ID)	o 48 <sup>th</sup> Infantry BCT (GA)
o 155 <sup>th</sup> Armored BCT (MS)	o 1 <sup>st</sup> (Heavy) BCT (MN) of the 34 <sup>th</sup> Div

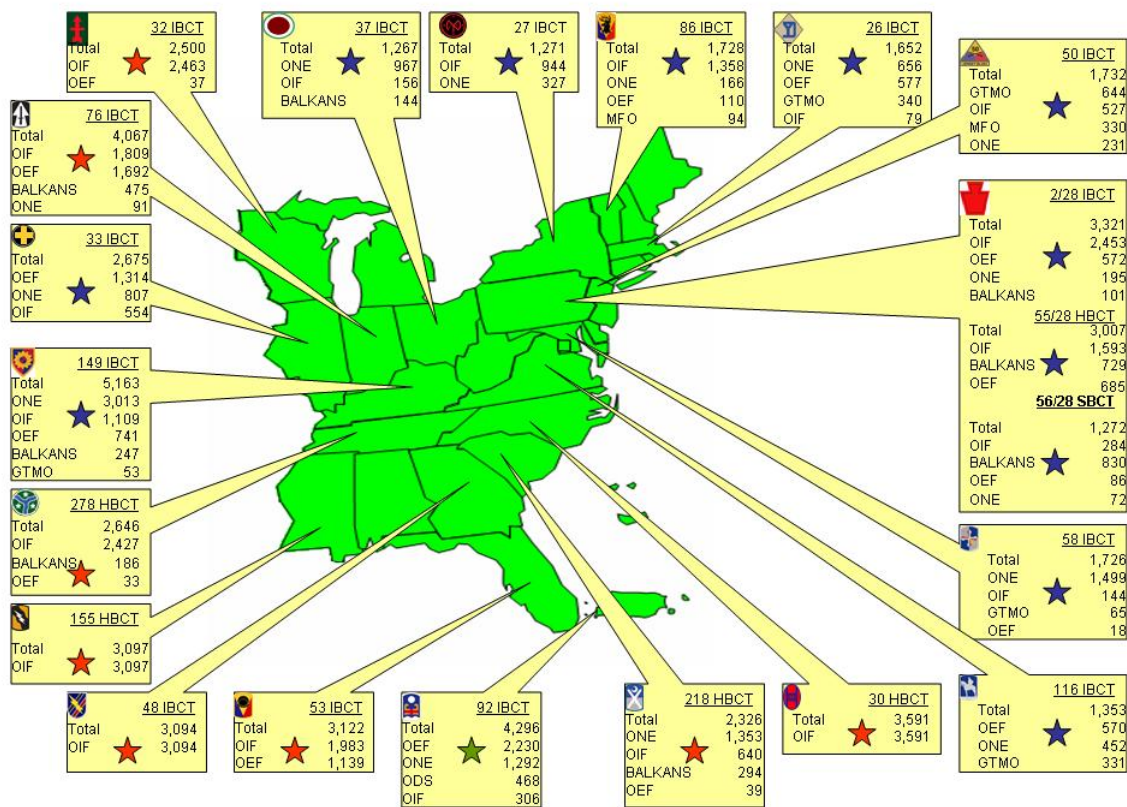


Soldiers from New York Army National Guard's Company C, 2nd Battalion, 108th Infantry Regiment in Samara, Iraq



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The following figure shows the BCT structure and usage since 9-11 for the states east of the Mississippi (as of 15 December 2005).



The ARNG provided 7 Light Infantry Battalions in support of Operation Iraqi Freedom (equivalent to 2 BCT maneuver battalions).

o 1-162 Infantry (OR)	o 1-152 Infantry (IN)	o 1-293 Infantry (IN)
o 1-124 Infantry (FL)	o 2-124 Infantry (FL)	o 3-124 Infantry (FL)
o 1-179 Infantry (OK)		

The state of Florida and the territory of Puerto Rico teamed together to assemble the 1-124 Infantry battalion. Puerto Rico deployed approximately 90 Soldiers from Company A of their 296<sup>th</sup> Infantry battalion as part of the 1-124.

The 1-124, 2-124, and 3-124 Infantry Battalions from the 53<sup>rd</sup> BCT were mobilized in January 2003. They were trained to do a force protection mission in Kuwait and other sites in CENTCOM. These units were selected due to their high state of readiness and were validated for deployment between 20 and 46 days. Because of hostilities in Iraq, these battalions were given a change of mission. The first and third battalions served as whole battalions, in various places in Iraq. Both conducted the entire spectrum of infantry missions. In particular, the third battalion has conducted security patrols and raids in Baghdad. The second battalion conducted logistics base security and patrols in Iraq. The 2-124 also sent 50 soldiers from the HHC to conduct training of the Afghan National Army.

The 42<sup>nd</sup> Infantry Division Headquarters became the first National Guard division to deploy to a combat zone since the Korean War when it deployed to Iraq in October 2004. During a one-year mobilization, the 42<sup>nd</sup> commanded Task Force Liberty, which included two National Guard infantry

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brigades from Idaho and Tennessee, and two Active Component brigades from the 3rd Infantry Division. The 42<sup>nd</sup> Infantry Division replaced the 1<sup>st</sup> Armor Division and preceded the 101<sup>st</sup> Air Assault Division in securing the North Central Sector of Iraq. In all, over 4000 42<sup>nd</sup> Division personnel from headquarters companies, MI and MP battalions, the 42<sup>nd</sup> Aviation Brigade, as well as Armor, Signal, Field Artillery, and Combat Support elements deployed.

o 642 <sup>nd</sup> MI BN (NY)	o 250 <sup>th</sup> SC BN (NJ)	o 642 <sup>nd</sup> CS BN (NJ)
o 42 <sup>nd</sup> CS HHC (NJ)	o 42 <sup>nd</sup> FA HHC (MA)	o 42 <sup>nd</sup> AR HHC (NY)
o 50 <sup>th</sup> CS BN (NJ)	o 42 <sup>nd</sup> MP CO (NY)	o 272 <sup>nd</sup> CM CO (MA)

The 42<sup>nd</sup> Infantry Division also teamed up with the United States Army Reserve (USAR), which provided 315 Soldiers from the 229<sup>th</sup> Aviation Battalion (out of Fort Bragg, North Carolina).

The Active Component provided the 3<sup>rd</sup> Battalion of the 13<sup>th</sup> Field Artillery Regiment out of Fort Sill, Oklahoma, the 2<sup>nd</sup> Battalion of the 34<sup>th</sup> Armor out of Fort Riley, Kansas, and the 1st Squadron, 17th Cavalry Regiment of the 82<sup>nd</sup> Airborne Division out of Fort Bragg, North Carolina.

The ARNG has also participated in Task Force Phoenix, the Operation Enduring Freedom (OEF) mission to train the Afghan National Army (ANA). Brigade level participants included the 45<sup>th</sup> Infantry BDE (OK), the 76<sup>th</sup> Infantry BDE (IN), the 53<sup>rd</sup> BCT (FL), and the 41<sup>st</sup> Infantry BDE (OR). Currently the 53<sup>rd</sup> BCT is in theater performing this historic mission. The intent of the Commander in Chief is to train the ANA force to be a self-sustaining Army. The 41<sup>st</sup> BCT is now at MOBSTA Camp Shelby and is preparing to deploy and take command of this mission in its fifth rotation during the summer of 2006. The 41<sup>st</sup> task force is comprised of National Guard units from more than 26 states and contingents from 7 different countries; this mission contributes to the stability of the country and is helping to prevent the re-emergence of terrorism.

Manning the Task Force Phoenix structure is a great undertaking that the ARNG is well suited for. It takes the better part of a brigade and then augmentation from many of the 54 states and territories to fill non-organic requirements. The organizational chart has sections such as the Headquarters with 151 Soldiers, the SECFOR with 670 Soldiers, the Brigade Support Battalion with 311 Soldiers, and the Embedded Training Teams with 237 Soldiers (organic) and 336 Soldiers in non-organic Request For Forces (RFF) rotations (192 Soldiers in the first rotation and 144 Soldiers in the second).

Task Force Phoenix also fills the role of the Training Assistance Group (71 Soldiers) charged with running the ANA training academy. During the deployment year several iterations of additional embedded training teams arrive bringing the task force strength to nearly 2000 Soldiers. Another group of embedded training teams (an additional 1000 Soldiers) is under consideration to further augment the force. This effort will be mirrored more and more in the Iraq Theater of Operations as the Army gets further away from the BCT warfighter scenario and more toward the embedded training team or transition team structure. This will enable the host nation to provide an autonomous force for their future military requirements.

The ARNG also provided 3 infantry battalions (equivalent to 1 BCT maneuver battalion) to OEF for Provincial Reconstruction Team security forces. These units were the 1-168th (IA), the 3-116th (VA), and the 3-141st (TX).

The ARNG has provided 102 Security Force Companies and 22 Provisional Military Police Companies as well (equivalent to 13 BCT maneuver battalions). Most of these units came from ARNG Maneuver Battalions (Armor, Infantry, Field Artillery, Engineer, and Air Defense). Battalion and Brigade Headquarters have been used to fill Army shortages in combat service support commands such as Rear Operations Centers and Area Support Groups, and to fill nonstandard Requests For Forces. Support battalions have been used to meet multiple combat service support



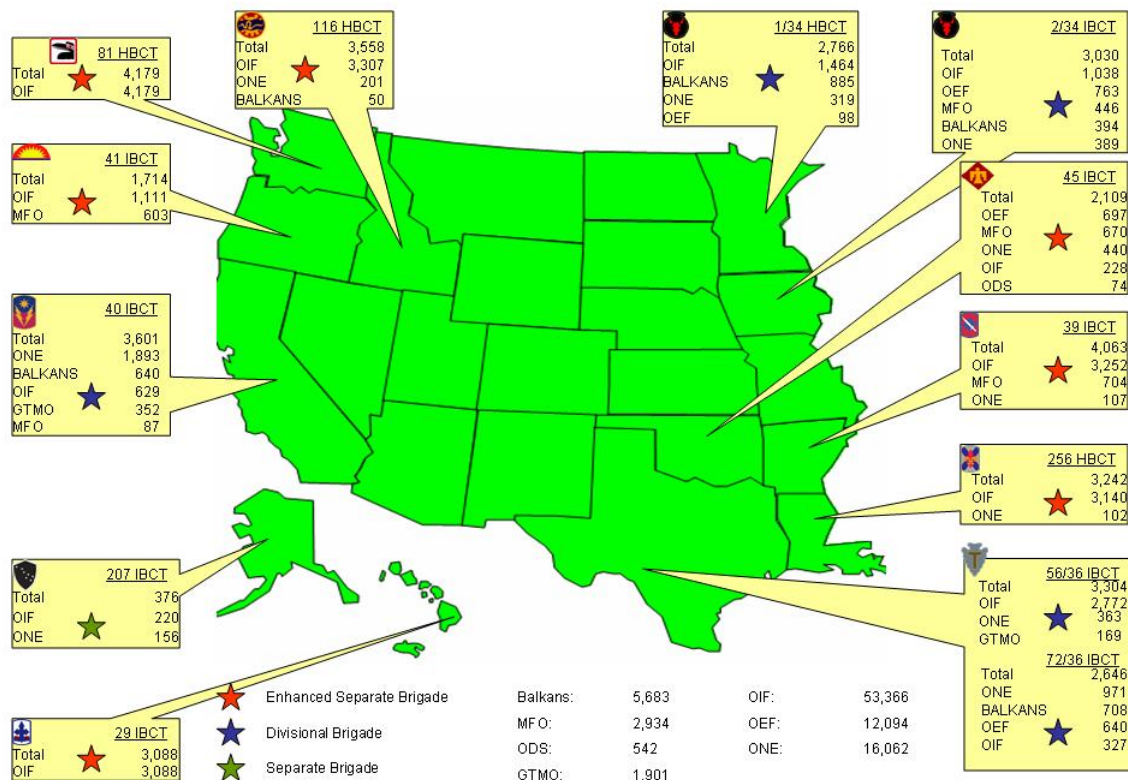
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requirements and nonstandard Requests For Forces. Nearly 1,000 Soldiers were retrained as Military Policemen, and their 8 companies served at active duty installations, allowing the active duty Military Police companies to deploy to Iraq or Afghanistan.



Spc Morrow, 1st Battalion, 81st Armor BDE (Washington), 2nd Infantry Division in Balad, Iraq

The following figure shows the BCT structure and usage since 9-11 for the states west of the Mississippi (as of 15 December 2005).



## Aviation

The ARNG possesses approximately 43% of the Army's total aviation assets, which are a critical force multiplier in the Global War on Terrorism. Since the 9-11 terrorist attack the ARNG has mobilized the bulk of its aviation assets, particularly aircraft and aircrews, for the various requirements in support of operational needs in Iraq, Afghanistan, and at home.



CH-47D Chinook from the G-104 Heavy Helicopter Company (PA/CT) near Al Salabad, Afghanistan in support of Operation Enduring Freedom

While the ARNG possesses a total of 13 aviation brigade Headquarters, the bulk of ARNG aviation mobilizations have been employed in battalion or company level deployments. As of March 2006, two ARNG aviation brigade/group level packages have been used, the 42<sup>nd</sup> Aviation Brigade and the 185<sup>th</sup> Aviation Group, with a third ARNG aviation brigade, the 36<sup>th</sup> Aviation Brigade, scheduled to deploy in the near future. At the present level of operations it is estimated that most of the remaining ARNG aviation units will also deploy within the next two years, plus certain high usage aviation units will be going for the second and possibly third time. At the present time the ARNG aviation Global War on Terrorism usage is primarily in Iraq and Afghanistan, but also includes earthquake operations in Pakistan. A summary of aviation usage is as follows:

○ 3 of 13 ARNG Aviation Brigade Headquarters	○ 8 of 9 ARNG Attack Helicopter Battalions/Squadrons
○ 8 of 14 ARNG Assault Helicopter Battalions	○ 4 of 11 ARNG Aviation Support Battalions
○ 10 of 13 ARNG GS Aviation Battalion Headquarters	○ 12 of 15 ARNG H-60 MedEvac Companies
○ 3 of 4 ARNG GF UH-1 MedEvac Companies (ONE-CONUS)	○ 7 of 13 ARNG CH-47 Cargo Companies
○ 12 of 14 ARNG Air Traffic Companies (13 of the 14 were previously mobilized for service in Bosnia or Kuwait)	○ 2 of 2 Fixed-Wing Aviation Battalion Headquarters
○ 5 of 5 C-23 Fixed-Wing Companies, plus many C-12 aircraft deployed from the ARNG TDA garrison fleet	

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Other units that have not mobilized yet as a complete entity have contributed key assets (aircraft and aircrews) on a repetitive basis to help fill out earlier deploying units. This makes each succeeding unit mobilization significantly more challenging because many of its component pieces are no longer available for use. Also noteworthy is that these aviation mobilizations and deployments have been conducted during a period of extreme turbulence in Army aviation. From 2002 through 2006 the Army's aviation force has gone through two complete and different transformations: the Aviation Transformation Plan 2002 (ATP-02) and the currently on-going Aviation Transformation Plan 2004 (ATP-04). In the case of the ARNG, the situation has been exacerbated by continuing shortages in filling the modernized aircraft authorized for ARNG aviation units.

### **Other Worldwide Deployments, Combat Support, Combat Service Support, Special Forces, and Medical**

Finally, the ARNG has also provided multiple battalions in support of other worldwide deployments, to relieve the Active Component of its previous peacekeeping and stabilization missions. The ARNG has deployed 8 infantry battalions for peacekeeping operations in the Sinai, 17 maneuver battalions for operations in Bosnia and Kosovo, 8 maneuver battalions for force protection in Europe, 4 battalions to support security operations at Guantanamo Bay, 1 Brigade Task Force to secure ships during the Operation Iraqi Freedom build up, and 1 infantry battalion in the Horn of Africa.

As well as mobilizing combat units to support the Global War on Terrorism, the ARNG has mobilized a substantial portion of their Combat Support and Combat Service Support (CS/CSS) brigades, battalions, and companies. Nearly 44,000 CS/CSS Soldiers have been mobilized since 9/11; of these, nearly 35,000 CS/CSS Soldiers have served in Iraq, and another 3,800 Soldiers served in Afghanistan. These Soldiers provided supplies, transportation, medical care, maintenance, communications, intelligence, administrative, military police, and aviation support to our deployed forces.

In addition to serving overseas, ARNG Soldiers have provided significant contributions to defending the homeland since 9/11. As of 14 March 2006, over 44,000 Soldiers have supported domestic missions as part of Operation Noble Eagle. Over 31,000 Soldiers provided security at critical U.S. installations, including 8,065 Soldiers at U.S. Air Force facilities. Nearly 9,000 Soldiers have been mobilized to support the expansion of training bases. 1,360 Soldiers provided additional security at the U.S. borders until additional safeguards could be enacted.

The ARNG has two Special Forces Groups, the 19th and the 20th. These Groups have played an integral part in supporting the Global War on Terrorism. Over 3,700 ARNG Special Forces Soldiers have mobilized since 9/11; of these nearly 2,400 Soldiers have served in Afghanistan and nearly 900 in Iraq. Additionally, 240 Special Forces Soldiers served in Saudi Arabia and Kuwait prior to Operation Iraqi Freedom. Over 150 Soldiers have served in the Balkans supporting peacekeeping operations. In addition to the two Special Forces Groups, the ARNG has six Special Operations Detachments; these detachments have provided 119 Soldiers to support operations in Africa, Iraq, Afghanistan, and in CONUS.

Not to be overlooked are the medical forces that have performed an essential and intense mission. The ARNG has deployed 2 Medical Evacuation Battalions and another 5 Area Support Medical Battalions to support the Global War on Terrorism. In addition, another 17 Area Support Medical Companies, 6 Ground Ambulance Companies, and 9 Air Ambulance Companies have supported OIF, OEF, and KFOR/SFOR. Currently, the ARNG has 3 Area Support Medical Companies and 1 Ground Ambulance Company serving in Iraq. Additionally, the Guard has 1 Air Ambulance Company serving in Iraq, Afghanistan, and the Balkans.

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In 2004, the ARNG mobilized five State Medical Detachments (FL, MA, WI, CA, AR) to man the newly created “Community Based Health Care Organizations.” This initiative allowed mobilized reserve component soldiers to remain on active duty and live at home while recovering from injuries or illnesses (they work at an armory or Reserve Center within the confines of their profiles). Prior to this initiative, those injured or ill RC soldiers who remained on active duty for treatment had to live at an active component installation. Not only did the surge overwhelm the installation housing and medical capacity, it kept Soldiers away from their families and units. In 2005, the ARNG mobilized additional personnel to establish 3 more CBHCOs (UT, AL, VA) as well as similar structures in AK, PR and HI. The result was total geographic coverage for community based management of ill and injured RC soldiers. Throughout 2004 and 2005, the CBHCOs were commanded by 1st or 5th Army with their intermediate HQs being TF218 or TF Guardian (both manned by ARNG soldiers). Currently, over 350 ARNG Soldiers are assigned as cadre in support of the Community Based Health Care Initiative. Over the past two years of operation the CBHCOs provided command and control, administrative support, medical care case management and medical processing for more than 4,000 Soldiers.

### **Closing Thought**

As the Army National Guard transforms at an unprecedented pace, while continuing to support the warfight and safeguard the homeland, leaders and citizens alike can be assured that the Guard remains committed to and fully capable of its dual federal and state mission.